

AMCLL (1-20e)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Congressional Relations and Contacts - AMC Headquarters and Major Subordinate Commands

1. The purpose of this memorandum is to ensure all U.S. Army Materiel Command (AMC) Commanders (Major Subordinate Commands and installations) keep AMC leadership informed on all Congressional issues.

2. While I encourage open lines of communications with Congress, I am concerned that some contacts are taking place without any attempt to coordinate with the chain-of-command after the fact. Examples of my concerns include:

a. Invitations to Congressional staffs without prior approval when a member of the AMC Command Group is scheduled to visit an installation.

b. Invitations issued to Members of Congress or their staffs to speak at functions without coordination with the AMC Congressional Liaison Office (AMCLL).

c. Discussions on Congressional initiatives with Members of Congress, their Personal/Professional Staffs, or Defense Committees that are significant to the Army or AMC, without coordination with AMCLL.

In addition, I have learned of contractor personnel contacting or briefing Members of Congress, their Personal/Professional Staffs, and Defense Committees on behalf of AMC organizations.

3. This memorandum is intended to remind the staff and subordinate activities of their responsibility in keeping the AMC leadership and chains-of-command informed of Congressional interaction. The enclosed guideline and summary sheet are my expectations in dealing with Congress.

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4. Any questions or concerns should be referred to AMCLL,  
(703) 617-8263, or DSN 767-8263 or electronically to  
amcll@hqamc.army.mil. Additionally, request you provide a copy  
of this memorandum to all AMC installations under your command.

5. AMC - - Your Readiness Command . . . Serving Soldiers Proudly!

Encls

John G. Coburn  
General, U.S. Army  
Commanding

Distribution:

H, B

AMC Congressional Affairs Contact

Officers (CACOs)

AMC Congressional Liaison Officers (CLOs)



*STATES ARMY MATERIEL COMMAND (AMC)  
GUIDELINES FOR CONGRESSIONAL  
RELATIONS AND CONTACTS*

1. All Congressional visits to U.S. Army Materiel Command (AMC) installations/agencies must be reported to the Headquarters, AMC, Congressional Liaison Office (AMCLL). Coordination with AMCLL will be made within 24 hours of notification of a visit.
2. When the AMC Command Group is scheduled to visit an AMC installation, prior approval is required before invitations are issued to any Congressional office. Coordination is through AMCLL.
3. Any Congressional initiatives must be coordinated through AMCLL prior to discussions with Members of Congress or staffs and committees.
4. Any significant conversations or contact with Members of Congress, Personal/Professional Staffs or Defense Committees should be reported to AMCLL within 24 hours of the occurrence.
5. AMC contractors will not contact Congressional offices on behalf of AMC, or be the primary briefer for AMC programs to Congressional offices.
6. Congress and the Army are partners, not adversaries. However, we must present "One Voice" and all work together. Our voice should be in sync with the Army/AMC Congressional Strategy.
7. Our approach has to be open, responsive, and informative.
8. We must keep Congress informed of plans, actions and difficulties. However, it must be accomplished through the proper chain of command and in accordance with the AMC Congressional Strategy.
9. We must ensure that we speak with one voice that is consistent with the President's budget and programs.



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10. Our goals continue to be proactive with courtesy calls and taking the Army and AMC story to the Hill. However, coordination must be through AMCLL. (e.g. GO/SES Congressional Outreach Plan; AMC New Millennium Congressional Strategy)

11. Any changes affecting the workforce are known instantly at the local level and passed on to the Washington offices. (e.g. A-76 CPAS Notification; A-76 Contract Award; Reshape Package Approval by CG, AMC; Contract Awards, recompetitions, or terminations; RIF notifications). AMC Headquarters must be informed early in the planning phase in order to develop Congressional notification strategy. Congressional notification will occur within 24 to 48 hours prior to the workforce announcement.

12. We must keep Congress informed, but in a systematic way. We do not want Capitol Hill offices to be surprised. Therefore, it is your responsibility to keep my Legislative Liaison Office informed of your Congressional interactions.

13. Do not assume that any call you receive from the Department of the Army Congressional Liaison action officers (OCLL) has been cleared through AMC, MSC headquarters or other DA Staff agencies. Within 24 hours notify AMCLL of any communications.

14. We need Congressional Liaison offices and officers to provide a conduit for the Army and Congress to work together in support of our national security.

15. In order to accomplish the above, I expect each Major Subordinate Command to designate an individual as the Congressional Liaison Officer (CLO) within your organization. The difference between the CLO and the current Congressional Action Control Officer (CACO) is that the CACO is responsible



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(15. Contd.) for processing formal cases. While CLO and CACO may be the same individual, the CLO must be an individual of sufficient experience and maturity to deal with often sensitive and complex Congressional issues and must have the ear of the Commander. The CACO point of contact (POC) is the Correspondence Clerk in AMCLL, while the AMCLL Liaison Officers are the POCs for the CLOs.



*UNITED STATES ARMY MATERIEL COMMAND (AMC)  
SUMMARY OF CONGRESSIONAL RELATIONS, CONTACTS AND RESPONSIBILITIES*

1. There are many Congressional players involved in our day to day work. Some of the players include Congressional Members, Personal/Professional Staffs, Committees, Department of Defense (DOD), Department of the Army (DA), the U.S. Army Materiel Command (AMC), private industry, other Services, and AMC Major Subordinate Commands (MSCs) and installations.
2. Army Congressional activities are centralized in the DA, Office of the Chief, Legislative Liaison (OCLL)(Primary focus Defense Authorization Committees, and Oversight Committees). They are the sole directive agent for policy and strategy and work directly for the Secretary of the Army. It is their responsibility for all liaisons between the Army and Congressional Members, committees and staff including those actions taken of the local installation level. AMC Legislative Liaison (AMCLL) is responsible for keeping this office informed of AMC Congressional activities.
3. The Army Budget Office Congressional Liaison (SAFM-BUL) interfaces with Congressional Appropriations Committees and Members (Primary Focus Defense and MILCON Appropriations Subcommittees). By law this has to be a separate office from DA OCLL. Their objectives are to cooperate fully with Congressional committees and their staffs, promptly furnish requested information on Army programs in operations, and maintain awareness of committee interest initiatives.
4. The AMCLL's mission is to serve as the principal point of contact to the AMC Commanding General on AMC matters of concern for Members of Congress, Personal/Professional Staffs, Committees and development/implementation of the AMC Congressional Strategy to include the Campaign Book. Provides additional support to the AMC staff and MSCs as needed.



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5. The roles and responsibilities of AMC Legislative Liaison Office (AMCLL) include the following:
  - Maintain liaison with the Department of the Army and other Congressional liaison offices
  - Provide Congressional consultation
  - Perform required Congressional actions for the AMC Commanding General
  - Provide information responses to Congressional requests for Members, committees and staff
  - Serve as the central clearinghouse for all Congressional actions for the command to ensure the policy and strategy is carried out
  - Provide assistance to subordinate commands
  - Maintain current information on legislation and Congressional actions such as hearings, investigations, and contacts
6. The MSC responsibilities include the following:
  - MSCs will develop a Congressional Strategy in sync with the AMC Congressional Strategy.
  - MSCs will develop an MSC list of Top Legislative Issues in sync with the Top Legislative Issues of AMC
  - MSCs will coordinate through proper channels all legislation and funding proposals to Members of Congress and Staffs
  - MSCs are required to notify AMCLL anytime that a GO/SES visits the Washington Area. As part of the CG, AMC's GO/SES Congressional Outreach Program, calendar time should be made available for a visit to the local Member of Congress and Staff, or in support of an AMC Top Legislative Issue. At a minimum an MSC should provide a yearly update to the local delegation on the status of the MSC. AMCLL will escort the GO/SES to Capitol Hill and will provide the GO/SES with the AMC Top Legislative issues and supporting documentation to support Army/AMC Programs ("Speaking with One Voice").
  - Maintain good relationships with local officials, Members of Congress and their Staff



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6. (Contd.) The MSC responsibilities include the following:

- Keep higher headquarters informed of all visits and items of Congressional interest
- Maintain flow of routine information and responses to Congressional inquiries
- Clear nonroutine information in response to Congressional queries with AMCLL
- Cooperate with Congressional investigations in coordination with AMCLL
- Respond promptly and provide documentation, witnesses and information when required and prepare to testify before Congressional committees as requested

7. The published Congressional relations and contact guidance is covered in Army Regulation (AR) 1-20, Legislative Liaison; the Congressional Responsibilities, Standing Operating Procedures; and AMC-R 1-16 Congressional Relations.

8. It has always been AMC policy that the increasing sensitivity of issues facing the Command require careful coordination and timely, accurate information to the Congressional offices monitoring these rapidly changing events. It is the intention that you be afforded maximum flexibility in responding to Congressional concerns. Direct contact between installations and local Congressional offices concerning, localized, narrowly scoped issues is encouraged.

9. The Department of the Army and AMC has an annual program for proposing legislation and funding through appropriate channels to DOD and to the Office of Management and Budget (OMB). Any other method of proposing legislation and funding is deemed to be inappropriate. (e.g. Direct requests for proposed legislation or funding to Members of Congress or staff for assistance without coordination/approval by AMC Headquarters)





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10. Routine vs. Nonroutine Actions. Routine actions include direct inquiries on routine topics; local courtesy calls; and common constituent complaints. Nonroutine actions include inquiries tasked by AMC, the Army, or the Office of the Secretary of Defense (OSD); courtesy calls on Capitol Hill; and any issues involving Base Realignment and Closure (BRAC), reductions in force (RIFs), changes in workloading, major contract awards, protests, litigation issues, and program funding levels.

BOTTOM LINE: Communication with Congress must support the President's Budget and executive orders; be consistent with DA, DOD policy; support the Army and AMC Top Legislative Issues, and demonstrate a common thread of priorities and direction and be professional, expeditious, thorough and responsive. Communication must NOT be influenced by personal opinion (unless specifically requested); imply a request for additional support or funds; criticize decisions of higher level offices; or attempt to give explanations outside your area of expertise.

**ONE VOICE - ONE TEAM - AMC TEAM!**  
**BUILD AND ESTABLISH RELATIONSHIPS AND TELL THE ARMY/AMC STORY TO  
CAPITOL HILL AS PART OF A UNIFIED CONGRESSIONAL STRATEGY THAT IS  
CRITICAL IF WE ARE TO GARNER THE RESOURCES NECESSARY TO SUPPORT  
THE ARMY AND AMC!**